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REGIONAL EXTENSION CONFERENCE

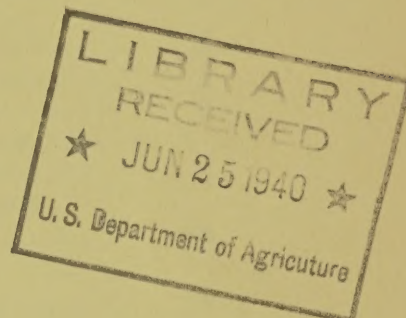
For

THE NORTHEASTERN STATES

General Session

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New York City, March 1940



United States Department of Agriculture  
EXTENSION SERVICE  
Washington, D. C.



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Talks given at the General Session of the Regional Extension  
Conference for the Northeastern States held in New York City  
March 1940

PART I

THE FIELD OF EXTENSION IN AGRICULTURE AND HOME ECONOMICS

At the Regional Extension Conference for the Northeastern States held in New York City in March 1940, the theme for the opening session was The Field of Extension in Agriculture and Home Economics. Dr. H. C. Ramsower, Extension Director of Ohio, spoke on Some Objectives as I see Them, followed by Carl F. Taeusch, Head, Division of Program Study and Discussion, Bureau of Agricultural Economics, who discussed the topic, Relationships with Other Agencies. Mr. Taeusch's paper and an outline of Dr. Ramsower's talk are enclosed.

George E. Lord, assistant director of Extension, Maine, presented to the conference a report on Objectives of Regional Extension Conferences in the Northeastern States. This report had been adopted by Northeastern Extension Directors in November 1939.





## OBJECTIVES AS I SEE THEM

Being objectives worked out by the State staff of the Ohio Extension Service, with some additions by the writer.

H. C. Ramsower,  
Director of Extension Service  
State of Ohio

### Statement of a General Objective

To promote the well-being of rural people by helping them through educational means to achieve a more satisfying economic and social status.

As an educational agency the Extension Service conceives its function to be that of helping rural people discover and analyze their needs as they relate to the farm business, to the home and family, and to the community, and then to assist in devising ways and means of meeting these needs through their own individual and collective effort.

### Statement of Specific Objectives

#### A. To improve the economic status of rural people.

This may be done by:

1. Increasing cash income to purchase certain goods and services.
2. Providing more goods directly from the farm.

Two sets of factors determine economic well-being of rural people:

1. Factors which center around economic activities of the farm itself.
2. Factors which have to do with community and group relationships; with activities and functions of government - local, State, Federal; and with international relationships.

#### I. Objectives dealing with individual farm business.

##### 1. To aid the farmer in:

- a. Increasing net incomes from his farm. A larger margin between money income and outgo.
- b. Producing at lower cost.
- c. Becoming a more efficient manager.
- d. Securing appropriate goods and services.
- e. Deriving from the farm more direct income in the form of goods produced on the farm.



## II. Objectives dealing with broader socioeconomic problems.

1. Securing a just system of taxation and administration of tax money that will yield the maximum of services for each dollar collected. Schools, roads, health facilities, libraries, and meeting places.
2. Assisting in understanding, forming, and operating economic organizations. Organizations for buying and selling goods and services - livestock, milk, fruit, and credit.
3. Disseminating information concerning the relation between supply and demand of farm products on local, State, national, and world levels. Here the AAA functions.
4. Promoting most advantageous use of natural resources - land, water, timber. Present and future uses must be kept in mind.

### B. To improve the rural home and family living.

Two sets of factors are involved:

1. Those which have to do with the essentials of living - food, clothing, shelter, and health.
2. Those which have to do with the life of the individual member of the family and his relationship to the family and the community.

#### I. To improve the essentials of living through:

1. Comfortable, attractive, convenient, and healthful home and surroundings.
  - a. Satisfactory housing.
  - b. Appropriate furnishings and equipment.
  - c. Appropriate landscaping.
2. Adequate and appropriate clothing from the standpoint of health, comfort, cleanliness, beauty, and economy.
3. Healthful, wholesome living.
  - a. Food well selected, properly prepared, and tastefully served, refreshing sleep, bodily cleanliness, good posture, recreation, play, rest, physical examinations.

#### II. To improve the life of the individual in relation to the family and the community:

1. Proper individual and group opportunities and responsibilities.
  - a. Through participation in family activities, each member contributing to stimulating family life.
  - b. Discovery and development of peculiar talents of each member.



2. Cooperating budgeting and use of family income.

Each member should have an opportunity to understand:

- a. Relationship of farm business to life on farm.
- b. Problems of planning balanced expenditures.
- c. Satisfying use of family and individual money.

C. To improve civic and community organization by providing:

I. Adequate facilities for intellectual growth.

1. School system and school program.
2. Library facilities.
3. Facilities for adult education.

II. Adequate facilities for communication and transportation.

1. Roads and means of conveyance that enable the group to act as a unit.
2. Consciousness in the group that these facilities cannot be had unless majority want them.

III. Adequate facilities for community power requirements.

1. Recognition for need of group activity to secure electricity for light, power, convenience, and satisfaction.

IV. Adequate facilities for recreation and leisure-time activities.

A new philosophy of rural life is needed. Time available for living as well as producing for market. Teach:

1. Wise use of local natural and physical resources - parks, playgrounds, and buildings.
2. How to plan activities that contribute to development of human values and rural talent.

V. Adequate facilities for civic and political organizations.

Rural people are dependent upon organized governmental units - township, county, towns, cities, for services.

Recognize and assist in securing:

1. Hospitals and nursing service.
2. Drainage and sanitary conditions.
3. Police and fire protection.
4. Relief for needy.

- D. The objectives of extension are thus seen to be the objectives of rural living.

Each extension worker must become conscious of these total objectives. He must then ask himself, How can my work contribute to the realization of these objectives?

- E. The ultimate objective is the growth of people.

Each member of the extension staff - director, supervisors, State leaders, specialists, county extension agents - must be conscious of his responsibility in achieving this objective and direct his contributions to this final objective.



## RELATIONSHIPS WITH OTHER AGENCIES

Carl F. Taeusch, Head,  
Division of Program Study and Discussion,  
Bureau of Agricultural Economics

It is always gratifying to a philosopher to be asked to discuss a topic containing the word "relationships" because he is quite apt to assert the general principle that everything in the world is related to everything else, and to go on from any point to discuss the whole universe. Sometimes we all feel that way. And not unfortunately; because, in the midst of many particular technical problems, we are apt to lose sight of "what it's all about." As Alexander Pope put it:

"Why has not man a microscopic eye?  
For the simple reason, man is not a fly.  
Say what the use, were finer optics given,  
To inspect a mite, not comprehend the heaven?"

But if the problem of relationships is highly gratifying to a philosopher, his treatment of it may become equally disconcerting to his audience; especially if that audience consists of an organization of people who have come to regard themselves as an entity, or as something in the universe which has relations. For the philosopher is as likely as not to take the view that a "thing," especially when constituted of active human beings, is simply a cluster of relations. And for anything to be ruled out of existence like that, is disconcerting; it is not very consoling to be viewed merely as a set of relations. Even the famous Cheshire cat would undoubtedly have been disturbed if it had ever realized that someone had reduced it merely to a grin.

To say baldly that the Extension Service is its relations might, however, be a very fruitful way of beginning the discussion of this topic. If, thereby, the members of the Service are prompted to tap themselves and feel about themselves to rediscover what they thought was a substance, an entity, the first philosophic step will have been taken. And if, after this experimental probing, there is discovered to be less evidence for the existence of some hard and fast thing, which is to be conserved intact at all costs, a considerable step may have been taken in the professional self-consciousness of the broader and more important functions of Extension.

### I

Extension work has traditionally, or at least historically, been conceived as one of the applied arts, a technology. The county agricultural agent and the home demonstration agent have taken the research bulletins and other findings of the State agricultural colleges or of the Department of Agriculture, have subjected these to some intellectually digestive processes, and then have translated the results into terms which could be understood by the farmer and his wife and practical-

ly applied to the farm and the home. This work has been well done, eminently well done, in fact. But it has at times taken on a character which is typical of all such processes of emanation or dissemination: it has come to be regarded as emanating, or being disseminated, from a source about which, like the sun, everything revolves or should revolve; it has at times represented a process which is wholly one-directional.

The danger lurking in the view that Extension is exclusively a source of emanation or dissemination is that the source is liable to be viewed as an object, with an inherent essence of its own; and the functions or relationships are apt to be regarded as dependent on the source. And much the same observation may be made regarding the subject matter which is being disseminated; it often consists merely of hard pellets of facts. From this there arise attitudes of self-protection, of the preservation of traditional grooves of thought, and of resentment at any intrusions into what is regarded as prerogatives. The development of self-consciousness is a commendable index of professional growth, whether this be in the form of a county agents' association or the delineation of jurisdictions in a Mount Weather agreement, provided that such expressions be instrumental to better extension service and not merely the negating of alleged invasions of a preempted territory.

Similarly, with the expansion of extension work following the AAA and Soil Conservation Acts. To define the function of Extension as education, and to exclude therefrom the function of administration, not only raised the question as to whether education in its broader sense can function apart from administration in its broader sense but also developed in the county agent an initial attitude of resentment at this intrusion of an alien function. When one studies the trends of this period, with a high mark in one year of some 46 percent of the county agent's time being given to administrative work and with the obvious result of overwork or neglect of education, one sympathizes with the protests. But that emotional reaction must not cloud the clear-eyed view of the whole situation: that the job had to be done, that the county agent was the best equipped person to do it, and that he enhanced the importance of the Extension Service as well as his own status in agriculture by doing the job and by doing it well. And, without anticipating a point which will be discussed later, the likelihood is that he thereby improved his educational activities. Certainly, now that the administrative agencies of the Department are increasingly realizing the importance of education to administration, the person who will be looked to for help will be the person whose knowledge of educational methods has been enhanced by his administrative experience.

A word needs to be inserted here regarding the term "administration." This is not to be confused with, or limited to, the more restricted concept of the executive function. In the development of the agricultural conservation programs, a great deal of energy has been, and still needs to be, expended on the checking of compliance, measuring the fields, and verifying acreages. This work has more recently, and fortunately and rightly, devolved upon the county and community committeemen - a development which the county agent must view with relief. All



such functions of enforcing the law are strictly executive functions; and, although the county agent could well view with alarm the necessity of performing such functions, especially if they promised to be permanent, he can also point with pride to the way in which he temporarily acted as a stopgap in the performance of this function until the committeeman was able to assume it. But the administrative function is far broader than the executive: it includes policy making and the reconstruction of policy so as better to suit local needs; and it also includes education which has always reduced the number of law breakers and evaders of the law as well as the need for sheriffs and policemen. Education thus becomes as much a part of administration, from one angle, as does the more strictly executive function from the other. And when the county agent attempted to draw a sharp line between education and administration, he was fallaciously separating a part from the whole, an instrumental factor from the objective. This always happens when "things" are separated from a set of relations or functions.

But the danger of such delineations becomes even more pronounced when we view the present situation and the future. The county agent, ex officio, is a nonvoting member of the county agricultural conservation program committee, and is generally a member of the local planning committee. But he occupies that position not so much as a distinct entity but rather as a catalyst or activating agency. It is he who can get things off dead center; he can perform the many unspecified functions which encourage the committee members themselves to perform the tasks, individual and group, which they need to do. And if at times the county agent feels that he has been reduced to the abstraction of a grin on the face of the Cheshire cat, this results largely from his point of view; for, if everybody and everything in the county is functioning smoothly without any apparent activity on the part of the county agent, he should regard himself as the smile on the face of the tiger. And if no one in the county realizes what the county agent has done, he should not worry; for, if the State director of Extension is on the job, he knows where the credit belongs and conducts himself accordingly.

## II

There are other relationships which constitute Extension Service, however. And let us baldly and frankly state an observation which has been frequently expressed loudly enough so that it has not been unheard by the members of the Service. The bald statement is that the Extension Service has confined its work too exclusively to the well-to-do farmer. One may readily see why this may be true. Nothing is more valuable to a farmer than a call at the county agent's office or a visit of the agent to his farm; but these activities take a tremendous amount of time, and they have had to be restricted proportionately to the expansion of other duties. The conclusion is that only a limited number of farm people could be reached by the agent, and it was probably sound management to confine those relationships to such farms and farmers as would react so as to produce the maximum results. The addition of assistant county agents, and especially of club agents, has probably not kept pace with

the increasing functions which have at the same time devolved upon the county agent.

This situation has been brought forcibly to the attention of many people with the advent of the Farm Security Administration. For here was opened up a new field of activities in which the county agent had neither the time nor the energy to engage. Many F. S. A. clients had never been in touch with a county agent; some had never even heard of him. More of them had been in touch with the home demonstration agent. And that fact may be the clue to the proper analysis of the problem.

The county agent, by training, often by disposition, and generally by circumstances, has recognized his function to be primarily in the field of farm management. Naturally he would establish his relations with the more receptive and more responsive farmers and with those whose problems of farm management assumed greater importance both from the economic and the technological aspects. But the home demonstration agent was in closer touch with the human problems of the farm home, and this also led her more frequently into the homes of humbler folk. Now, the question arises, Is the farm problem primarily economic and technological, or is it first and foremost a human problem, a problem of home and family and children? And if it is the latter, "Some folks," as David Harum said, "have as much human nature as others, if not more." And if we wish to dodge this issue of "either-or," and assert that it is "both-and," then there is at work now, or soon needs to be, a considerable reorientation as well as expansion of the work of the county agent.

For here, again, the functions of a new agency, Farm Security, are entering the field, not only with a big heart but also with a good-sized bag of money and an even larger bag of techniques which tax the ingenuity of its county advisors. The county agent need not feel himself called upon to engage in all the details of F. S. A. administration; nor need he "get his dander up" at the sight of this new county agency. Nor need he read through a whole volume of Mrs. Post's etiquette to learn which agency should make the first move toward a cooperative approach to the job. He can, if he wishes to insist on metaphysical abstractions, maintain the separate identity of the entity of Extension; he may, on the other hand, if he so desires, enlarge and radically change that entity into a set of operational functions, dynamically connected with every agricultural agency in the county.

This enlargement of the problem of the extension worker in the county, from a strictly technological and economic activity to one which primarily adopts a human perspective, may be less difficult for the home demonstration agent than for the county agricultural agent. But the latter has already sensed the situation. County agents have told me that they know of no more difficult or pertinent problem than that of getting the growing farm boy and his father to get along with each other, or of getting the farmers of a community to work together. Our experience with schools for agricultural workers has shown how much the county agent welcomes the broader approaches to the problems involved in agricultural



programs; and when the home demonstration agent complains that these schools emphasize the broader aspects, especially the philosophical and economic, at the expense of the daily homely problems they face, they may indeed be exhibiting a similar symptom of need of the broader phases. At least the questionnaire submitted last year to the extension workers showed clearly the desire for training, in college or later, in the broader problems of human administration.

You will expect me to say something about discussion groups, and this may be as good a place as any to say a few words about them. It is not that you should hear again what you are already well-acquainted with, but the essential purpose of these discussion groups and of the schools cannot be too often repeated. We have found that people, including extension workers, like to talk things over, not merely to talk or be heard, but because in their expression, in the give and take of discussion, they get the feeling that they are a part of our great society as well as of the home community. They feel that they are not merely a passive part that receives illumination from some benign solar source, but that they are an active part as well. And this establishment of confidence in themselves, cultivated by a willingness on the part of others to listen to what they have to say, is an essential part of our American democracy. And who are these people? Like the county agent, we have been directing our efforts in the most economical way, and have as yet reached only the Washington, State college, and field staffs, and a considerable but woefully inadequate number of farm leaders and farm people. But we envisage an extension of the method among all farm men, women, boys, and girls. And like the extension worker, we feel humbly grateful to Farm Security for pointing the way toward that larger human objective.

But democracy does not consist merely in the development of civic consciousness among the rank and file of people. It consists also, as Thomas Mann has pointed out, in a "confidence" in that "judgment of the common man." And what does that mean? It means, as we have tried to demonstrate in the schools, that college professors, the fieldmen of our Department, the State college and extension workers, and even our Washington staff members, have learned that they can with profit listen to what farm people have to say. For not only is there much to be learned that way, but the confidence of our citizens in their ability to think for themselves is encouraged by their experience in matching their thoughts against the experts. And, after all, "expert" is only a relative term: the county agent and the home demonstration agent is an expert in certain situations, while in others, the expert is the other person. Farm people, as well as extension workers, therefore, can experience both phases of democracy: to exercise their right to be heard, and to allow others to exercise that right. Only in this way can we build a democracy which will survive changing administrations and the passing of generations.

### III

But there is still another set of relations which constitutes the Extension Service. Note that I have gotten completely away from the concept of Extension as an entity, as a source of emanations; and have developed the idea that it is a Service, often losing its identity in the functions it performs in cooperation with other agencies. Paradoxically, thus to lose one's life is to gain it -- an experience which is not confined to religion or morals. Education and medicine have risen to their greatest professional heights when they have so functioned, and every individual in these professions has participated in the resultant rewards. Business and the law could also well afford to study this paradox.

The final set of relations to be suggested here -- and this does not mean that all the possible sets have even been mentioned -- includes the relations with other than official agencies. One of the most interesting developments of this type is that of the combined meetings of farmers and businessmen. Those who have not actually come in contact with both farm and town points of view do not realize how widely separated they are. Indeed, it is no exaggeration to say that the small-town businessman frequently has less understanding of the farm program and its significance, and less sympathy with it, than the city dweller. And the farmer too frequently misunderstands both, especially labor. When it is recalled that the farm population alone is a minority in the Nation and that the city voters far outnumber the rural, it would seem elementary that the farmer should cultivate the acquaintance of the town and city folks and attempt to persuade them of the soundness of the farm program, or at least of the need of studying and discussing it intelligently and sympathetically. And the county agent is the logical person to take the lead in the matter.

This is being done increasingly and in a number of places, but I shall refer to the activities in Wisconsin, because of my own personal knowledge of that particular case. There, as elsewhere, had been held meetings of various business groups, to which farmers of the area had been invited. But when the county agent showed too much initiative, the businessmen frequently objected to the procedure; and when the businessmen invited the farmers, the latter were reticent and hesitant about engaging in the discussion. When, however, the farmers themselves invited the businessmen, in groups of from 50 to 100, the procedure was more wholesome. Not that no irritations or grievances were generated, for the misunderstandings are often great. But this mode of procedure has seemed to me to be the most fruitful of understanding in the long run.

With the widening activities of county program planning, these relationships could well be extended. The county planning committees are of all sizes and complexities; but as regards both number and variety of membership, they present a far greater possibility of enlisting the participation of all members of the area than any other agency of agriculture. There is no reason why the doctor and the banker, ministers, school teachers, and administrators, women as well as men, should



not participate in such agencies. But to develop the public opinion which is finally to sustain the activities of these committees, it is necessary to go beyond these official representatives and to bring together all kinds of city and town folk -- especially the representatives of business and labor -- with all kinds of farm people. Here is a field of adult education which is just in the offing, and the Extension Service may well regard itself as the logical activating agency.

The Secretary's conference of rural and urban women, in Washington, D. C., in October 1939, showed that it is possible to assemble farm and city women, consumers as well as producers, including labor representatives, to discuss constructively the common problems we all face. This conference method has been repeated in many States under the direction of one of our Division fieldmen, and has now reached a point where it is being developed on regional, county, and district levels. Rural church groups, under another of our fieldmen, have been found to be excellent bases for promoting a better understanding of farm problems as they lead to the formulation of national programs. Other fieldmen of our Division have encouraged still other groups to cooperate in this work. The United States Chamber of Commerce, especially the junior organization, is cooperating with us in developing schools and discussion groups in its local units, and some progress has also been made in cooperation with the business and professional service groups. 4-H Clubs, Future Farmers of America, and the important older-youth groups, present a tremendous field of opportunity. Teachers of vocational agriculture have also become interested in helping with this work. To train prospective leaders for these groups, let alone trying to keep in touch with only a small percentage of the groups themselves, has been overtaxing the time and energy of the men of our Division. What impresses us is the vastness of the field, the eagerness with which people welcome this method of approach, and their gratitude for the little we can do for them. Where the cooperation of Extension Service has been enlisted -- and it has been in many States -- the results speak for themselves.

To say that the Service is now overloaded and cannot assume activities of such unlimited scope, is to take the position which I hope I have shown is suicidal. It assumes a metaphysics of hard and fast entities; it regards Extension as something which has relations hanging to it like barnacles or quills, and of course such an entity is limited in its scope. Indeed, the object of such a point of view often becomes completely encysted and then generally degenerates and ceases to exist. To take the other point of view, to regard anything as a system of relations, and to include all possible important relations within the purview of a service such as Extension, means to identify the thing with its operational functions. And that means that the assumption of those functions, and the attempt to perform them, determines not only the existence and character of the thing, but also how large and complex the thing shall be. To discover the need of performing such functions, and to perform them well, determines whether there shall be an Extension Service, how many persons shall be included in it, and how many assistants a wide-awake administrator needs. No one need fear for the continued existence or expansion of

the Extension Service, so long as it is seen to be not a thing but a set of vital relationships, ramifying itself through the whole of our community and national life.

In conclusion, let me say that I am not advocating any radical change in Extension objectives or procedures; I am merely raising the question as to whether we might not direct the shift of emphasis, which is always taking place anyway, to a greater consideration of the relationships which might be established with other groups and agencies. Those that were mentioned in this paper were selected because they represent types of relations which need to be especially considered: (1) The action agencies of the Department, bringing up the problem of the relation between education and administration in their broadest significance; (2) Those agencies which reach out to a greater number of farm people than have otherwise been considered in connection with farm policies, especially the underprivileged; and (3) The people of the town and city, including professional, business, industrial, and laboring groups -- those whose understanding of the farm problem is of prime concern and whose interests are so often mistakenly alleged to be opposed to those of farm people.

Here are the further boundaries of Extension Service, the modern frontiers of educational activity.



## OBJECTIVES OF THE REGIONAL CONFERENCE

George E. Lord  
Assistant Director of Extension  
Maine

During the past year, an appraisal was made of the organization of regional conferences. From this information, it was possible to develop certain broad objectives that could be used in planning future programs.

The committee found that no definite plan had been developed providing each group of specialists with the opportunity to attend regional conferences. Recommendations were made on this point, with possible changes to meet emergency situations. The report as adopted at the meeting of Extension directors of the Northeast Region in Washington, November 1939, is presented here.

### I. Purpose.

It is necessary to have agreement on the purposes of the regional conferences if there is to be agreement in regard to the policy to be followed. This policy includes the development of a point of view, content of programs, and the fair representation of specialists' groups.

The committee believes the purposes of the regional conference are:

1. Improvements in coordination of Extension programs for meeting the larger problems of farm homes. This includes the development of an understanding of these broad problems and the relation of subject-matter fields to them.
2. Interchange of plans and methods.
3. Not a subject-matter conference.

### II. Policy regarding representation at conferences.

1. The committee believes that any plan for representation must be used only as a guide. Flexibility to meet immediate problems is essential.
2. All subject-matter specialists should have an opportunity to meet at the regional conference once in 5 years.
3. There are advantages in developing a plan for rotation of specialists' attendance some time in advance.

III. Policy regarding specialists' attendance at professional meetings.

1. Since subject-matter training cannot adequately be taken care of under the plan developed for regional conferences, the following recommendations are made:

- a. Each State should develop a plan for encouraging specialists to attend professional meetings periodically.
- b. In general, this meeting should be in conjunction with, if not a part of, the meetings of the persons working on research problems in their field. A closer association of research and extension workers is desirable.
- c. Specialists should describe the problems which the conference is designed to meet when requesting additional meetings.
- d. In requesting additional meetings, consideration should be given to all groups of specialists that might contribute to the solution of the problems to be considered. This is one way of developing better coordination.

IV. One of the pressing problems in Extension administration is the need for development of coordination among subject-matter specialists and the need for recognition of problems that affect the welfare of rural people. The regional conferences afford an opportunity for developing the needed points of view.



Talks given at the General Session of the Regional Extension  
Conference for the Northeastern States held in New York City  
March 1940

PART II

UNIFYING EFFORTS OF EXTENSION WORKERS

There are many illustrations of how various groups in the Extension Service have been working together in cooperation with farm people in developing programs to meet farm problems. The following examples were presented at the Northeastern States Extension Conference in 1940 to show how such work was being done in this region. In order to make these presentations representative of the joint efforts of supervisors, specialists, and agents in the large variety of ways in which they work together, each of the speakers was asked to cover one of the following activities:

1. Developing a program for the vegetable growers of a State.
2. Developing a unified county program on land use.
3. Developing a better living from the farm program for rural families.
4. Developing a program of training for young people on farms.





## VEGETABLE GROWERS' PROGRAM

James W. Dayton  
Agricultural Agent at Large  
Massachusetts State College

I always have felt sympathetic toward those placed in this position. If they do not tell a real success story, everyone wonders why they were asked to speak. If their story is a good one, the feeling is that they have, shall we say, "selected their material very carefully." I hope you will all be understanding.

What may be said of the vegetable program in Massachusetts can be said of several other programs. But it will serve as the best example since I am most familiar with it. And if the vegetable program has any special merit in this field of coordination, it is due largely to the pressure of necessity. I spend only half my time on vegetable work. It is also an obvious fact that other specialists know more about their specialties in their relation to the vegetable business than I. Thus, there has been plenty of incentive to make the vegetable program include as many others as possible.

In Massachusetts all our agricultural programs are built around commodities. We try to develop our work from the standpoint of the farmer who, of course, thinks of controlling cabbageworms as part of his vegetable program and not as a project in entomology. On this basis we have many specialists taking part in our vegetable program, each carrying out the part which he is best qualified to perform. They in turn think of the part of their work dealing with vegetables as part of a whole rather than as an independent piece of endeavor or project.

In order to check the degree to which different people are engaged in this vegetable program, I counted those who are taking an active part in extension teaching this current year. I found these to include nine different agricultural specialists, four members of the resident staff, five experiment station workers, two home economics workers, and five representatives of other agencies such as the State department of Agriculture, the Agricultural Marketing Service, Soil Conservation, and the Agricultural Conservation Program. This does not include incidental speakers arranged for by county agricultural agents.

I believe that our system of developing extension programs is a great help toward this type of coordination. For a considerable number of years now, we have held to much the same point of view toward program development. This view is as follows:

1. We believe that our programs should combine the knowledge and thinking of the specialists, county agricultural agents, and farmers.

2. We believe that the whole field should be considered in developing a program for any commodity.
3. And finally, we want the program in each county to deal with the problems which seem most important there.

We depend upon committee work to a large extent in developing programs, and we have a State Vegetable Industry Committee which takes a leading part in this program development. At the present time this committee consists of nine agricultural specialists, one home economics specialist, two members of the resident staff (including the head of the Vegetable Gardening Department), three experiment station workers, one representative of the division of markets in the State department of agriculture, two county agricultural agents, one farmer, and the county agent leader. The vegetable gardening specialist acts as chairman.

Then in each county the county agricultural agent has developed a county vegetable commodity committee. These committees consist of the county agricultural agent himself, the vegetable specialist, and 5 to 10 representative farmers. I should like to tell you how these committees function in our present procedure.

The State committee of specialists and others at a meeting or through the action of the chairman in talking with the various members, prepares a statement of the situation, developments, and recent changes affecting the vegetable industry which should be considered in deciding upon a vegetable program. The character of these statements has varied somewhat from year to year, changing from purely statistical information to include factual statements, and at times a certain amount of narrative or description of developments. These statements were mimeographed and supplied to county committee members, as well as to county agricultural agents, specialists, and all others concerned.

County committee meetings were then held. The object of these was to select the problems around which the program for the local growers should be built, rather than to decide on methods, meetings, and speakers. The county committees discussed the local situation in the light of all existing information, considering factors which affected them locally, as well as State-wide and national problems. They made use of the statement of situation prepared by the State Vegetable Committee. The success of these county committee meetings may be influenced by the guidance of the county agricultural agent and the specialist who must see to it that important facts are not overlooked and that all phases of the industry are given consideration. We have tried to point out the relationship of all phases of the business to final profits, including production, marketing, grower organization, and national programs. The statements of situation prepared for the use of these committeemen have helped with this. The county committee meetings are rarely perfect, and after each one we can think of ways in which it might have been improved. They are one of the difficult steps in the process of program making. However, they are a very important step and usually have been a very satisfactory means of



deciding upon the important objectives of the local program. Each year the committee meetings have become more satisfactory.

After the meeting a written report was prepared and forwarded to the chairman of the State committee. This State committee then tackled its real job. This was to develop teaching methods designed to help meet the problems raised by the various county committees. These problems were first classified into groups, and a number of them were common to many counties.

This year we found that nearly every vegetable committee emphasized pest control, organization of vegetable growers, and some form of consumer education or sales promotion as being important objectives. On these problems a State-wide program has been developed. Other questions were of particular importance to certain counties or to groups of counties. Specific marketing problems dealing with local difficulties were sometimes raised. Other areas had questions of variety adaptability or specialized soil problems. The State committee made suggestions which offered specific help to such areas, and responsibilities were definitely assigned to individuals. Some phases of the work were delegated to other agencies. (With their permission and agreement.) The experiment station has undertaken work in connection with packing-house management and labor efficiency. Dr. Beaumont of the Soil Conservation Service is preparing special material in relation to phases of the soils program. Other phases of the soils problem are effectively handled through the Agricultural Conservation Program. The work of the State division of markets is effective on various marketing problems. The specialist in nutrition has helped materially in work in consumer education.

Occasionally problems have been presented for which we have no immediate solution. But if the problem warrants it, an effort is made to get work underway which will supply workable solutions at some future time. For example, a committee is now working on the question of adaptability of crops to soil, labor, and marketing situations.

The actual county plan of work is developed by the county agricultural agent himself and the supervisor. They make use of the report of his county committee as a guide to their objectives, and they use the suggestions of the State committee as a help in deciding upon methods to be followed. Through this system we have been able to develop in counties programs which work toward the more important vegetable problems. The programs include the services of a considerable number of specialists and others who are interested in the vegetable industry. All specialists and others involved have certainly shown complete willingness to cooperate to the fullest extent. I do not believe that there is any question but that they consider their work as part of a program for vegetable growers.

County agents have not felt any pressure from specialists trying to establish their individual projects. In fact, I think the specialists

have all had enough specific tasks requested of them so that they feel no desire to indulge in high-pressure selling methods.

My own experience has been that the project leader in this type of a program has the responsibility of seeing that the steps which involve groups or group action are carried out. He may have suggestions for individuals, but each person has the responsibility of carrying out his part of the program. In order that each may see how he fits into the final program in any given county, one of our county agricultural agents sent his vegetable program to each specialist involved. Following his tip, we are planning to see that something of this nature is done for every county program this coming year.

We still have some problems to be solved. The timing of the steps in program development is still awkward, and as I have indicated, we feel the need for improvement in the handling of county commodity committees.

We believe in a coordinated program of this nature, not for the sake of the coordination, but because we think that through it we can give the best service to the vegetable growers and to the vegetable industry. We are less apt to go off on a tangent and work on some pet hobby. It helps us to pick out the right jobs to do and the right men to do these jobs.

I have here some outlines of our current year's program. There are enough for those who are particularly interested. It is in somewhat different form from that of previous years, but it indicates what we are actually doing. We have attached to it some of the material which has been used in our meetings with county vegetable committees.

Many of you have programs which are not very different. All such programs have the great advantage of being adaptable and subject to progressive development as conditions change. We feel encouraged when we consider how many individuals and groups are actively working on the various phases of this vegetable program. No one of us is likely to be the savior of the vegetable industry. But with many at work, each adding his bit, we may make some progress.



## A UNIFIED COUNTY PROGRAM FOR LAND USE

T. N. Hurd  
Land Use Project Leader  
Wyoming County, N. Y.

There is always a tendency for us in extension work to assume that our particular subject matter is essentially the only field in which extension work is being carried on. Sometimes we forget or belittle the other fellow's program when usually cooperation with, or at least acknowledgement of, it might make his program and our own more effective. If we really believe that the extension program is for the good of all of agriculture, we must avoid limiting ourselves exclusively to our own particular subject-matter field and learn to cooperate with others who are working on the agricultural problem.

The unified land use program in Wyoming County, N. Y., owes its success in a large part to the cooperation of the groups and agencies at work in the county and to the cooperation of the extension specialists and members of the county agent leader's staff who contributed directly and indirectly to its program.

Wyoming County is located in western New York, just east of Erie County in which is located the city of Buffalo. The city of Rochester is also within easy marketing distance of Wyoming County. The county has an area of 593 square miles and had a population of 28,764 in 1930, of which one-half lived outside the 9 incorporated villages. There is no city within the county.

The topography of the county is mostly rolling upland, and the elevation ranges from 900 to more than 1,800 feet above sea level. The growing season varies from 130 to 150 days. About one-half of the soil in the county is well drained and ranges from moderate to high productivity. The remainder is imperfectly or poorly drained. In 1935 there were 2,784 farms in the county, a reduction of 21 percent from 1900. The average size of farm, however, increased from 105 to 120 acres during this period.

Dairying is the most important enterprise in the county, with cash crops including beans, wheat, and potatoes next in order of importance. Other enterprises are poultry, grain, fruit, and maple products. During the past 35 years, there has been a considerable increase in the acreage and yields of alfalfa, beans, potatoes, and corn for silage. Yields of grains have not changed greatly, but acreages have decreased. Since 1900 the number of cows has remained about the same at approximately 25,000, but milk production per cow has almost doubled. Sheep and hogs have decreased greatly in importance, while numbers of poultry have increased about 40 percent since 1900. The Wyoming County Farm Bureau program during the past 2 years has been organized on the basis of the 3 type-of-farming areas in the county. The northeast region is primarily devoted to dairying, sheep, dry beans, and wheat. The southern region is devoted primarily to dairying and potatoes, and the western section is primarily dairying.

In 1935 a detailed classification of the land in Wyoming County was started by the college of agriculture. It was found that 16 percent of the county was in land classes I and II which is better adapted to forests and recreational uses than to agriculture. About 29 percent of up-State New York is in land classes I and II. The remainder or 84 percent of the county is in land classes III, IV, and V, all of which is expected to remain permanently in agriculture.

The State land use committee, in making plans for the land use work during 1939-40, suggested Wyoming as a unified county. This was discussed by the executive committee of the Wyoming County Farm Bureau, approved by it, and finally approved by the county land use committee itself late in October. The land use committee consisted of 26 members. These included 13 farmers, 2 farmer's wives, 3 4-H Club members, the county agricultural agent, the home demonstration agent, the 4-H Club agent, one agricultural teacher, the district State highway engineer, the district State forester, the farm security supervisor, and the soil conservation service technician. One of the farmers on the committee was a member of the county board of supervisors, and two of the farmer members were also serving on the county agricultural conservation program committee. Two other farmers were officers of a production credit association and a farm loan association. The committee was fortunate in having an exceptionally capable chairman. In addition to operating 3 farms, he also runs a hardware store; a feed, seed, and fertilizer business; manages a cooperative milk plant; and serves as a director of a local bank.

At its first meeting in October 1939, the committee decided to meet weekly. During November and December it held 6 meetings and also a tour to see the work of the Soil Conservation Service which had a demonstration area in the northwestern part of the county and which had worked with more than 200 farmers over a 2-year period.

The land use committee was also fortunate in having an unusually large amount of material available concerning the county. This included the following:

(1) A detailed land-classification study and maps. This printed bulletin contains a large amount of material pertaining to land use. It also includes a land-class map and maps of suggested highway and electric-line extensions.

(2) Census material for all past censuses was available in mimeographed form. In addition, census figures for 1935 by townships were available in mimeographed form.

(3) A special study of the effect of the agricultural conservation program, made by the AAA in 1937. Mimeographed copies of this report were made available to each committee member.

(4) Aerial photographs for the entire county obtained through the agricultural conservation program were also available for use by the land use committee.



(5) A property map or tax map was completed last fall under the supervision of the board of supervisors. This showed the location, area, and name of the owner of every piece of property in the county.

(6) During the years 1935, 1936, and 1937, between 35 and 50 farmers in the county cooperated with the college of agriculture in keeping farm account books. These were later summarized, and the mimeographed summaries were used by the committee.

(7) In 1934 a farm-management study of 51 farms was made in one area of the county. The report of this survey also proved of value to the committee.

(8) Several studies of school, town, and county receipts and expenditures and related problems in Wyoming County were made by Professor Catherwood of the college of agriculture from 1932 to 1938. Copies of these reports were used by the committee.

(9) In 1937, F. F. Kedlund, a graduate student from the college of agriculture made a study of the amount, type, and location of tax-delinquent property in the county. Copies of this report were also available.

(10) Reports of various educational and action agencies, such as the farm bureau, the agricultural conservation program, and the Soil Conservation Service were presented to the committee in both written and oral form and helped the committee in its study of land use problems.

(11) The land use committee also had available considerable work which had been done by the Wyoming County Conference Committee. The work of this committee, more than any other source of information, assisted the land use committee in accomplishing the large amount of work which it did in a relatively short period of time. Perhaps this is the only land use committee in the country, which, without previous work as a land use committee, was able to prepare a unified county program in less than 3 months. The work of the conference committee and the training of the land use committee members who were on it are largely responsible for this accomplishment.

Before proceeding farther, I should like to digress for a moment and discuss briefly the work of the conference committee. During the past 12 years approximately 20 counties in New York have had conference committees. The purpose of these committees is to study the agriculture of the county and prepare a long-time agricultural policy for the guidance of all groups and individuals dealing with agriculture. The Wyoming County Conference Committee was composed of 30 members who were appointed in 1937. With but a few exceptions, all of these were farmers. From 1937 to the fall of 1939, 9 meetings of the entire committee were held. In addition, there were 3 meetings of the subcommittee chairmen and approximately 30 meetings of the various subcommittees. There were subcommittees on the following topics: (1) farm machinery and transportation; (2) finance;

(3) specialties; (4) marketing; (5) social problems; and (6) town and county government. In addition there were 3 regional committees concerned primarily with the 3 types-of-farming areas which were mentioned earlier.

In carrying on its work, the conference committee made use of all available information concerning the county. Much of this was prepared at the college of agriculture, but some was obtained by the committee members themselves. At the meetings of the committee and also the subcommittees, specialists from the college discussed with the committee the most serious problems of the county. In the fall of 1937, the entire committee spent  $2\frac{1}{2}$  days at the college of agriculture with the extension specialists in agronomy, agricultural economics, animal husbandry, poultry, vegetable crops, and pomology. Attention was given to the kinds of soils in the county and their adaptability, to farm management factors affecting farm profits, to problems of farm credit, and to problems of livestock and crop production.

One of the most significant accomplishments of the conference committee was a series of tours to visit various parts of the county and study the different land classes. The tour was held first for the conference committee and was repeated seven times for the board of supervisors, township assessors, rural bankers, farm and home bureau and 4-H Club association officers, agricultural teachers, and other groups. This gave not only the conference committee but all who went on the tours a clearer conception than they previously had of the land use problems.

At the time that the land use committee became active in October 1939, the conference committee temporarily suspended its activities. Preliminary reports had been made by the subcommittees, and preparation of a report for publication was expected early in 1940.

Fortunately the chairman of the county conference committee was also the chairman of the land use committee. Seven other farmer members of the conference committee were members of the land use committee. Their work on the conference committee and their contribution to the land use committee cannot be overestimated.

I have already mentioned that the land use committee held 6 meetings and a tour in the fall of 1939 and by the end of December had prepared, approved, and submitted to Washington its report. The 4 meetings of the committee which I attended were among the most interesting and worth-while meetings which I ever attended. Attendance averaged 20 for each meeting, and the representatives of the various educational groups and action agencies had practically perfect attendance even though the district forester had to travel about 200 miles and the farm security supervisor had to travel about 70 miles for each meeting.

Each of the representatives of the action agencies contributed greatly to the discussions of the committee. At the same time, however, they did not dominate the discussion. I feel certain that no other committee could have had a more capable or understanding group of action-



agency representatives than were members of the Wyoming County committee. They realize that their job was to give information, and they did just that. When they were criticized, they admitted that mistakes had been made. Farmer members of the committee were not backward in criticizing the various agencies, but the whole atmosphere from beginning to end seemed to be one of sitting down together to discuss and study their land use problems so they could arrive at solutions to them.

At one point in the discussion when the committee was discussing the value of allotments for potato and wheat growers, a suggestion was made that the committee request the elimination of allotments in Wyoming County. Another farmer member discouraged this because he believed that such a thing could not be done. Almost before he had finished, several members of the committee arose to state their opinions. They emphasized the fact that they were interested in formulating a land use program for the county and if they believed the allotments should be eliminated, such a recommendation should go into their report and the committee should make every effort to have the recommendation put into effect.

Extension specialists were also called upon by the land use committee for assistance. When the matter of woodlot improvement was discussed, Professor Cope was asked for figures on whether woodlot improvement paid, and if so, how the return from it compared with returns from other farm enterprises. Other direct or indirect assistance was obtained from the specialists in agronomy, animal husbandry, and agricultural economics.

The committee decided that the five most important land use problems in the county were (1) the maintenance of soil fertility, (2) woodlot improvement, (3) pasture improvement, (4) soil erosion and flood control, and (5) uses of land classes I and II. You will notice from these that the committee was primarily concerned with the most efficient use of land which is likely to remain permanently in agriculture. Relatively little attention was given to what is frequently called the "problem" area in the county because the committee felt that its obligation was primarily to the large number of men farming on land class III and above, rather than to those on the 16 percent in classes I and II.

To assist in the maintenance of soil fertility, the committee asked for the elimination of allotments on wheat, vegetable, and potato farms, and asked the agricultural conservation program cooperators to vote on whether or not the seeding payment should be entirely eliminated. The committee had definite evidence to prove that the allotment phases of the program were greatly reducing participation and thus reducing the amount of soil-building practices which should be carried on in the county. The committee also had evidence to indicate that the elimination of the seeding payment and increased payments for the use of superphosphate would assist in the maintenance of soil fertility.

With considerable information to indicate the value of improved pastures for economical milk production, the committee asked all dairymen

to put special emphasis on the improvement of dairy pasture and requested that grant-of-aid superphosphate be made available through local dealers for pasture improvement after October 1 of each year.

To encourage woodlot improvement, the committee asked that the extra \$30 allowance for reforestation in the 1940 agricultural conservation program be made available also for woodlot improvement. The committee found that many farms in the county had no land which could be reforested but that most of these farms had woodlots which were in need of improvement.

To help solve the soil erosion problem, the committee asked the county farm bureau to establish at least one demonstration farm in each township which did not already have one. They also asked that the Soil Conservation Service and the farm bureau jointly hold tours and community meetings to familiarize all farmers in the county with the soil-erosion problem and methods of control. The committee also asked the retention of the CCC camp which had worked for 2 years in the county and requested that CCC labor be used on land adjacent to State, county, and town highways, for building dams and diversion ditches to prevent highway losses from floods.

To help solve the problems in land classes I and II, the committee requested the board of supervisors to take title to all tax-delinquent land in these areas and to reforest them when and if funds become available. The committee also asked the State, under its reforestation program, to purchase land for this purpose in Wyoming County and requested that unused agricultural conservation allowances in the county be made available to the agricultural conservation committee for the reforestation of county-owned and privately-owned land.

Before the report was completed, the committee obtained from each of the agencies concerned in its recommendations a statement or agreement concerning its plans to cooperate in making the recommendations effective. Of the five recommendations dealing with the agricultural conservation program, it appears that at least part of them will be approved and be put into effect in either 1940 or 1941. The Soil Conservation Service has agreed to continue the CCC camp in the county for another year. It has already cooperated with the county farm bureau in holding meetings and has agreed to cooperate with the farm bureau in establishing demonstration farms and holding tours.

The farm bureau is already pushing a pasture improvement program and is cooperating with the Soil Conservation Service according to the recommendations of the committee. The board of supervisors has been much interested in the recommendations of the committee, but to date has been unable to state how many of the recommendations it will be able to carry out.

I hope it has become evident by this time that the success of the Wyoming County Committee has been due largely to the cooperation of the extension specialists, the various educational and action agencies, and



the committee members. The committee members in general believe that this has given them an opportunity to say how they believe their problems should be solved. No one on the committee believes that the work so far has solved or will solve all of the problems. Nor will any member of the committee be disappointed if only part of the recommendations are put into effect this year or next. Members of the land use committee are unanimous in their belief that their conference committee must now complete its work and prepare a report outlining a long-time agricultural policy for the county so that the land use committee may carry its program even farther and devise ways for achieving the goals outlined by the conference committee.

The work of the committee has demonstrated that there are at least some problems in the field of agriculture which cannot be solved by individual specialists nor by a single agency. Even though the land use problem is but one segment of a larger agricultural problem, its solution requires the intelligent cooperation and participation of each individual and group concerned. We in New York have come to feel that there is nothing more dependable than the judgment of a group of informed farmers. We believe that the unified land use work has given us just this. It has also given us a group of even better-informed farmers. And it has given those of us who have worked with the committee a liberal education and a greater appreciation of what can be done by a group of farmers with the help of specialists and the representatives of action agencies.

## BETTER LIVING FROM THE FARM

Gertrude Humphreys  
State Home Demonstration Agent  
West Virginia

The program of home food production in West Virginia has been designed to help in the solution of the following problems faced by rural families:

1. Incomes are so low that the families cannot buy all the food they need. According to the best information available, the average cash farm income in 1937 was \$359, ranging from an average of \$135 in one county to an average of \$1,424 in another county. Unless the major part of the food supply is produced at home, little or no money is left for other living expenses.
2. Many of the rural families have poor health, due partly to lack of the right kinds of foods.
3. Owing to the inaccessibility of many farm families to good markets, milk, butter, fresh fruits, vegetables, and other essential foods are usually not available unless produced at home.

### Development of Present Program

Home production of the family food supply has for a number of years been a part of the home demonstration program and recognized by leaders of farm women's clubs as a State-wide problem that needs to be solved. In connection with relief activities, and in depression years, the Extension Service did much gardening and food-preservation work, but not until the past two years was an attempt made to organize the work as a coordinated State-wide extension activity.

The representatives to the 1937 Outlook Conference in reporting to the State extension conference the significance of the outlook and its application to West Virginia conditions, recommended that food production for home use be given a more important place in the extension program; also it was recommended that the different phases of our extension work be considered as a farm-family program rather than as one program for the county agents, an entirely different one for the home demonstration agents, and still a third for the 4-H Club agents.

As a result of these recommendations, which were discussed and approved by the county workers during the conference, the director of extension appointed a committee to consider food production for home use--a problem to be tackled from the farm-family approach. The per-



sonnel of the committee consisted of the specialists in foods and nutrition, gardening, livestock, poultry, and dairying; the extension economist; and the State home demonstration agent.

This committee brought up to date the recommended home food-production plan for West Virginia farm families, which had been used by farm women's clubs for several years, and prepared publicity on the different phases of home food production. Material was prepared outlining the minimum requirements as to equipment, feed, pasture, etc., for keeping the cows and other livestock or poultry needed for the family food supply. Probably the most effective work of the year was the series of circular letters called Feed the Family First, sent out to families not belonging to organized extension groups. The material for these letters was contributed by the specialists. The letters gave timely suggestions of the things that needed to be done each month in producing, preserving, storing, or using the food supply. The name given the letters seemed to "take," and as a result it was soon accepted and recognized as the slogan for the entire live-at-home program.

Late in 1938 the committee was enlarged to include all the State supervisory staff as well as the specialists. This committee, after assuring itself of the value of the food-production program, proceeded to work out a chart outlining the following: Weak points in family food supply; reasons for inadequate production and use; what needs to be done to remedy the situation; and what can be done this year by the specialists, by the county agents, and by the home demonstration agents. With the advice and help of 4-H leaders, a similar chart was prepared for 4-H Club work outlining what 4-H leaders can do; and with the help of farm women's club leaders, another chart was made outlining what farm women's clubs can do.

During Farm and Home Week, a breakfast meeting was held for all extension workers. At this meeting the dean of the college, the director of extension, and others discussed the better living resulting from the farm project, its significance to rural families, and its importance in the entire Extension program.

Soon after this meeting, a letter was sent to all county workers enclosing a sheet of facts and information to be used in presenting the program to groups in the counties, and also in connection with local news stories.

The "feed the family first" letters came out again the second year, but as streamlined models. Less material was used in each letter, and the few ideas presented were stated in much simpler terms. The nutrition specialist was responsible for seeing that the 10 letters of the year went out, but the gardening specialist, the dairy specialist, and the poultry specialist each prepared the material pertaining to his work.

The specialists took an active part in putting the plans into action. The nutrition specialist naturally was one of the most ardent pro-

moters of the program. She presented it to groups such as the livestock association, the State farm security conference, and the State ministers' conference. She taught classes at all the State 4-H camps, including boys' camp, and at farm women's camp. Her most popular contribution of the year, however, was the "Perky and Pokey" exhibit which contrasted the food cellars and the dinner table of the Perky family and the Pokey family. This exhibit was used at Farm and Home Week, at all the regional fairs, a number of county fairs, and many county meetings.

The livestock specialist, in connection with livestock meetings, advocated that a part of the lamb, veal, and beef raised on the farm be butchered for home use to supplement the usual supply of pork. He also arranged for demonstrations in cutting and curing meat for home use.

The dairy specialist injected an entirely new feature into the 4-H dairy project which permits club members to assume the responsibility of owning and keeping the family cow or cows. The dairy consumption demonstrations by 4-H Club members were also important and effective features of the dairy program throughout the State.

The gardening specialist held gardening schools, conducted demonstration gardens, garden tours, and in cooperation with the poultry specialist held combined garden and poultry schools. One of his most effective methods of promoting better home gardens with a greater variety of vegetables was through the cooperative buying of garden-seed packages. These seed packages, put out by a commercial company according to the specifications of the gardening specialist to include the varieties of vegetables suited to West Virginia conditions, were handled in the counties by farm women's clubs, 4-H Clubs, and other local groups. The saving of \$2.45 on the package for a small garden and of \$3.00 on the package for a larger garden made a special appeal to the pocketbook, with the result that the entire package of seeds was used and thus new kinds of vegetables added to the formerly inadequate garden. The total saving on the 3,872 packages distributed last year amounted to \$11,845.

The poultry specialist, in cooperation with the nutrition specialist and 4-H leaders, promoted demonstrations on use of eggs in the diet. He also prepared circular letters and articles for news releases on poultry for home use.

The State supervisors, through conferences with agents and in meetings with farm people, emphasized the importance of the program and suggested ways for making it more effective. In program planning meetings the farm women and home demonstration agents were helped to recognize the family food-production problems and to work out practical plans for meeting these needs.

Through the State supervisors of 4-H Club work cooperating with the subject matter specialists, the program was carried to practically every 4-H Club in the State. The theme of the regional meetings for 4-H Club leaders held in the early spring was Feed the Family First. The



chart prepared for 4-H leaders was presented and discussed; experienced leaders and agents discussed ways in which the regular projects and club activities might be geared into this State-wide plan to improve the family food supply and to train 4-H Club members to use the foods essential for health. Club members living on farms were encouraged to carry food-production projects instead of such projects as handicraft or nature study.

Some phase of the program was presented at the 4 State 4-H camps and at practically all of the 48 county camps. Its presentation at each camp through a "Perky and Pokey" day devoted to foods for health activities was most effective.

The food-selection score card used extensively in clubs and counties made the members more conscious of food needs. In the 4-H health program the major emphasis during the past year was on food for health.

The garden-seed packages, the food-selection score card, the "Perky and Pokey" days, and the training of demonstration teams to show uses of milk and eggs have all made an invaluable contribution, at least in making 4-H Club members more conscious of the importance of eating the right kinds of food, and, it is hoped, in bringing about desirable changes in the family food supply in the homes represented.

Farm women's clubs have intensified the program of former years by promoting the distribution of garden-seed packages to families not belonging to extension groups and by giving demonstrations outside the club on preservation and uses of the foods produced at home. There has been an increased interest among members of farm women's clubs in the individual projects, planning the family food supply, canning for health, and meal planning. A major objective of the State farm women's organization, and of practically all the county organizations, is "Feed the family first."

In connection with home demonstration activities, a large part of the lesson material has related directly or indirectly to better living from the farm. One of the new series of lessons for 1940 deals specifically with this subject. A committee of home demonstration agents at their conference last fall worked out recommendations as to the parts of the food production program to be emphasized, methods of carrying on the work, and goals to be reached during the year.

Some of the problems encountered in carrying on the program were:

1. Owing to the many activities already under way in the State and in the counties, it was difficult to make the adjustments necessary to give this program its fair proportion of time.

2. We in the State office did not send material and plans out to the county workers early enough to give the program first place in their thinking at the time they were working on program planning, and as a result part of the counties did not give it a definite place in their plans.
3. Part of the specialists and part of the county agents have been accustomed to thinking almost entirely in terms of the commercial side of farming, with little or no thought given to family needs and problems.
4. It has been difficult to prepare subject matter in simple understandable form to suit the families we are trying to reach.
5. It has been difficult to reach the people most in need of information and help.

#### Results

So far as the program itself is concerned, we believe that we have made only a beginning--that the work of the past two years had been foundation material for more extensive and more intensive work to be done during the next five, or possibly ten years. Perhaps the greatest contribution during the past two years has been the development of a food consciousness on the part of the farm families with whom we have worked.

Very significant results, however, have been brought about through the coordinated plan itself:

1. The specialists (with probably one exception) are convinced of the soundness of the idea, and are much more interested than formerly in the family garden, the family poultry flock, and in helping families to provide the milk, meat, and fruits necessary for home use.
2. It has united the efforts of the extension group to solve a problem of farm families. The problem forms the nucleus around which the plan has evolved; in other words, the group united on a problem, not a program.
3. It has helped tie the county work together more closely, and has helped give county workers a family approach in their programs. This is particularly true in the adult and junior phases of home demonstration work; farm women's clubs and 4-H Clubs give demonstrations for each other and join forces in carrying our community or county-wide projects in food production and use.



The program thus far has been decidedly worth while in that more families than in previous years are definitely working to provide better living from the farm, but of even greater significance is the fact that it has helped the extension staff to realize the value of uniting their efforts in trying to solve a real problem of farm families.

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UNIFYING EFFORTS OF EXTENSION WORKERS  
THROUGH 4-H CLUB WORK

A. J. Brundage  
State Club Leader  
Connecticut

The results which seem to develop when 4-H Club Work is made an integral part of a unified extension program appear rather significant when evaluated over long periods of time. So many of our specialists' programs, however, are set up with so much emphasis on immediate accomplishments that 4-H work finds but scant place in many of the plans of agricultural specialists in our State at least. It seems to me that agricultural specialists become so absorbed in the adoption of better methods which tend to lower costs of production, increase volume of business, and return higher labor income to farmers that these processes become the end for which they are working rather than a means to an end.

Perhaps I can best illustrate what I mean by using an actual example.

In 1918 a plan for \$1,000 Poultry Clubs was developed by our poultry specialist. The goal for these clubs was to be \$1,000 return annually to members above feed costs. This meant that members of each club must own or manage four to five hundred laying birds. The specialist thought that a unit of this size was large enough to justify his devoting some time to the undertaking. The first year we had only two \$1,000 clubs in Connecticut, as the idea was new, and you all know how slowly extension people accept a new idea. These first 2 clubs were successful, and the number increased each year until we finally had about 50 such clubs.

It was about 1918 that our commercial poultry farms really started to develop and to increase in size and number. In 1919 not more than 10 poultry farms in Connecticut had flocks of 1,000 birds. Today there are approximately 400 such farms.

The intervening years have been busy ones for our poultry specialist, who probably has been the most important factor in this evolution. However, as the specialist became absorbed in helping poultrymen lower costs of production, increase volume of business, and obtain higher labor incomes, he had little time to think about the place of 4-H Club work in a poultry extension program in Connecticut.

Today if you review this specialist's plan of work or annual report you will not find one reference to 4-H Club work.



Let us take an inventory of some of the poultry club members of earlier days who were in the \$1,000 Poultry Clubs back when we had time for unified planning. Here is a list of what some of these young men are doing:

- Assistant poultry extension specialist in Connecticut.
- Director of the bureau of markets of the State Department of Agriculture in Connecticut.
- President of the Connecticut State Poultry Association.
- Two of the three managers of Connecticut Poultry Auction Markets were poultry club members, while two other auction workers had this same background.
- One county agricultural agent.
- One county club agent.
- A host of others are operating successful poultry farms or carrying a poultry sideline on a dairy or general farm.

This list shows that former poultry club members are moving along to positions of responsibility where they have an increasing opportunity to help determine the policies which vitally affect the poultry industry in Connecticut.

During the present month, egg-quality schools are being held in each county in Connecticut, two or three in some counties, and between two and three hundred poultry club members and vocational agricultural students have attended. Both instructors in these schools were once poultry club members.

It seems possible that the quality of eggs going from Connecticut farms to market 20 years from now may be determined more definitely by the work given in these egg-quality schools than by any other extension work being done today. The work given at these schools is, of course, discussed with the poultry specialist and actually is a coordinate part of the extension poultry program in Connecticut, even though there is no reference to the schools in the specialist's plan of work.

During the past 22 years there have been thousands of boys and girls in poultry club work who are now engaged in other lines of agriculture or who have found vocations outside of agriculture. Who can say but that many of these young people, too, received training and experience which directly or indirectly has been as helpful to them as to those who remained in poultry work?

As a 4-H Club worker I am just as much interested in many of these former poultry club members who are outside of agriculture as I am in those who have remained "within the fold." I believe that club workers tend to think of the end product in 4-H work as the development of individuals, with agricultural projects, methods, and results as tools to this end, while many specialists tend to measure progress by the development of their specialty in terms of improved practices adopted and increased labor incomes, quite independently of what happens to folks otherwise.

Seemingly, we need to do still more unified planning of extension objectives if this gap is to be bridged.

Another example of unified planning of earlier years, which has shown excellent results but which in the rush and press of current problems has ceased to function as it was originally planned, is to be found in our Young Farmers' Clubs.

In 1921, because it was recognized that there was a gap between the time most 4-H Club members dropped out of club work and the time when those interested in farming really started farming, the Young Farmers' Clubs were planned to challenge the interests of these young people and to give instruction in good farm-management practices and experience in the keeping and use of farm accounts. Membership included young men from 18 to 25 years old, most of whom were still on the home farm with their fathers. Plans for this work were developed by the farm-management specialists and the State club office, and a special worker was hired to carry out the State end of the job.

This work was more favorably received than we had anticipated, and more than 70 percent of the original members in our Young Farmers' Clubs were former 4-H Club members. In some counties the club agent helped to establish this work, and in others the county agricultural agent helped. We never had more than 2 or 3 of these clubs in a county at one time, so that in our 8 counties we never had more than 25 Young Farmers' Clubs.

These clubs have continued through the years, and some of the original members are still associated with them, although they are 19 years older and the name Young Farmers' Club is definitely a misnomer today.

Some of the best extension work that has been done in Connecticut over the years has been done through the Young Farmers' Clubs. Much of the basic information we use in our general extension planning is drawn from summaries of farm accounts kept by members of these clubs. This cumulative information is becoming increasingly valuable as a measuring stick, to the extent that we think it must go on.

As these original "Young Farmers" grew older, they tended to attract others of their own age and this in turn tended to eliminate the young men in their late teens and early twenties. Most of the original members who continued in these clubs became established on farms of their own or developed father-son partnerships.

Today most of the new members of the so-called Young Farmers' Clubs are farm owners. Only a few incoming members are not farming for themselves. Thus the group for which this work was originally set up is today less well-served than it was 19 years ago.

We are proud of the results of these Young Farmers' Clubs even though they are serving a different age group today from what was originally intended. Here are some of the specific accomplishments of the past 18 years of work with these clubs:



1. More than 1,000 men of more than average ability have been associated with these clubs. In other words, at least 1 out of every 20 farmers in the State has kept farm accounts under supervision and received instruction in farm management principles and practices.
2. Scores of farmers throughout the State know nearly as much about farm management as our specialists at the University.
3. On hundreds of farms recommended changes have brought marked transition in farming methods and have increased farm incomes.
4. Much of the basic data our farm management specialists use today has been obtained through these clubs.
5. Today we find these men who "know their farm management" taking increased responsibility in the agricultural organization of the State.

There are 10 of these Young Farmers' Clubs in Connecticut at present and 2 farm-account clubs for the teen and early twenties age groups. Some work in farm management has been given to older club members through our senior 4-H Clubs and summer conferences at the university. But we are not today meeting the need for farm management instruction of our oncoming farmers in Connecticut. We must either change our methods to provide for such instruction or accept the penalty a generation hence for our omission.

Youth is power, and youth will be served. If we do not inform the most capable young men on farms today regarding the ever-changing problems confronting farmers and give them help in learning about principles of good farm management and their application, one of two things will happen:

1. These most capable young men will leave the country for other vocations, or
2. They will remain in the country and be less efficient farmers than they are capable of being.

We cannot afford to have either of these situations become realities. This leaves us no alternative to increasing our effort at the present time to make available through Young Farmers' Clubs or otherwise the help which young farmers of the State need and want.

More unified planning seems to be a logical method for a better solution of this problem. Through our 4-H Club organization we can organize young men for this work if the farm management people can provide the specialists' assistance.

I have purposely confined my remarks to two phases of agricultural work because the implications seem so important. We have many other examples of attempts toward unified planning in Connecticut, just as many in homemaking fields as in agriculture, with much good work to report.

We realize that unified planning of our extension program is increasingly important today. But this type of planning requires more definite agreement on objectives and methods and a continuous vigilance to make sure that Extension is effectively reaching those whom it was set up to serve.

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Talks given at the General Session of the Regional Extension  
Conference for the Northeastern States held in New York City  
March 1940

PART III

EVALUATION OF PRESENT EXTENSION WORK AND A LOOK AHEAD

At the final General Session of the Regional Extension  
Conference for the Northeastern States held in March 1940,  
the theme was Evaluation of Present Extension Work and a Look  
Ahead.

Russel Lord's talk, The Future of Extension, and  
Director A. L. Deering's summary of the conference follows.





## SUMMARY OF REGIONAL EXTENSION CONFERENCE

A. L. Deering  
Director of Extension, Maine

(No attempt has been made to summarize the entire conference or this last session. Some high lights of general sessions only are given. No speaker is directly quoted and brevity is intended.)

### Objectives

One of my extension agents had this to say about objectives:

"I don't believe the ultimate objective of the Extension Service is to develop a contented and happy agricultural people. That sounds too bovine and is too lacking in vigor and aggressiveness. I cannot picture an ideal agricultural economy as contented. Rather I think it should be alert, aggressive, dynamic, and fully capable of looking after its own interests. In other words, it doesn't appear to me that the function of the Extension Service is to soothe." This is a thought anyway! And here is a jingle with a moral in it:

"A man without a goal is like a clock without hands, as useless when he goes as when he stands."

The two following objectives are quoted from Director Ramsower:

"To promote the well-being of rural people by helping them achieve a more satisfying economic and social status."

"The improvement and growth of people".

### Relations with Other Agencies

We all realize that Congress has created new agencies to improve rural conditions. We no longer occupy this field alone, and our concern has been to help rural people get the most from all sources at their disposal.

We subscribe to the objectives of these newer agencies. We regret the often wasteful expenditure of public funds, the duplication of work, the high-pressure methods when used; but

We have cooperated; we have furnished trained leadership; we have done much of the spadework; we have used Extension funds to aid these newer programs, and for pay we have asked--sometimes without avail--that this cooperation should be recognized and returned in kind.

### Unifying Efforts of Extension Workers

We are definitely unifying the efforts of extension workers, and we are utilizing the assistance of farm folk and many agencies to help solve rural problems more completely.

We are utilizing land use programs as another means of focusing the attention of community, county, State, and national groups on rural problems. Much wishful thinking is being done about unifying the programs of action agencies, but little has yet been accomplished in this field.

We are emphasizing more and more "better living from the farm." This program is sound from the viewpoint of home economics, farm management, and marketing; it should receive the support of us all. Our Extension family should not be divided into the two groups, "Perky and Pokey"!

We should grasp the opportunities that the 4-H Club organization provides to influence the thinking and habits of our future men and women. Our club leaders have urged, yes, begged for, the cooperation of specialists, and they want more than lip service from directors.

### An Appraisal of Home Demonstration Work

We have made a partial appraisal of home demonstration work. This has been enthusiastically participated in by 1,500 different farm women. They have offered numerous suggestions and are ready to help solve these problems.

### Looking Forward

We have been told that there is little possibility of any further increase in Extension appropriations. If you will permit a personal observation, I think this is man's decision based upon his reactions to requests for appropriations for an indefinite use or for agricultural purposes alone. I believe appropriations can be obtained to finance needed expansion of home economics and 4-H Club work.

We need to give more time to our job--if a specialist, to methods and subject matter; if a supervisor, to directing the extension efforts of our agents; if an administrator, to sound administrative effort, thoughtfully and earnestly carried out.

We have a big, broad field in which to operate. We work with rural people everywhere, with men and women, boys and girls--the upper 10 percent and the lower 10 percent.

We are engaged in the finest kind of work. We are not lending money and then forcing families from their homes if loans are not repaid. We are not providing benefit payments and then obliging ourselves to check on compliance. We are not asking our people to sign farm plans or home plans, contracts, or leases; no, we are doing the kind of work needed by all people

and sought for by all classes of people - educational work such as exists only in democratic countries today.

We can all exclaim: "Consider well our inheritance and be thankful that our lot is cast in such a land!"



## THE FUTURE OF EXTENSION

Russell Lord

The Future of Extension is the assigned subject. I am going to approach the future by way of the past. I shall stick in the main to personal experiences and a personal slant.

My thesis is this: There is a code of ethics in Extension, particularly in relation to the printed or the spoken word. And there has been in Agricultural Extension a discernable trend away from an unprincipled use of words to an honest use of words.

Let me quote, in opening, an educator and philosopher. In *Freedom and Culture*, a book published in 1939, Dr. John Dewey says:

The printing press and the radio have made the problem of the intelligent or honest use of means of communication in behalf of openly declared public ends a matter of fundamental concern.

Later, in the same book, he says:

The possession of knowledge and special skill in intellectual methods is a public trust.

We can take that as a sort of text.

## II

The key question, and the one to be pressed throughout, in any examination of adult or junior education, is simple but enormously troubling: How much of what is being done is education, and how much of it is propaganda?

Education respects the individual. Propaganda regards all individuals--men, women, and children--as prospects to be sold on a set of ideas or a course of action. Education encourages democratic disagreement. Propaganda subdues it.

These definitions, or distinctions, are taken from *The Agrarian Revival*, which The American Association for Adult Education published a month or so ago. I enjoyed making that Carnegie study and writing it. I enjoyed it so much that I took the better part of a year on it, instead of the 7 months stipulated; and I wrote about 90,000 words, some 25,000 words more than the 65,000 that could be published.

I speak here mainly from the leavings, the parts thrown out, for lack of space, for reasons of tact, or because they were written with rather a free-wrist motion for so learned a work. These notes constitute, as I

look them over now, a sort of running memoir on changing extension practices. They deal in methods, but recognize that methods start with men; so they treat with men primarily, men as they are. The style is personal; but in a family gathering such as this a personal style is appropriate.

The possession of knowledge and special skill in intellectual methods is a public trust. Here is part of a sketch of one of the first extension teachers in America who consciously applied such knowledge, such skill, and an educator's attitude to news releases:

### III

Bristow Adams is a man of many parts. At one time he not only was agricultural editor at Cornell, but he taught at the same time resident courses in journalism, conservation, and drawing. He is in all his work an artist. Born in 1875 he knocked around east and west between art schools and writing. Back in Washington, he wrote and drew pictures for Forestry and Irrigation, a journal with a strong conservation bias, and established a general paper, The American Spectator. In 1906, when the United States Forest Service was started, Adams joined up. Thus he entered the Department of Agriculture. Pinchot was his chief.

I met him first in 1913 when he was first assistant to Herbert Smith, editor of The Forest Service. He was then, as now, a homely fellow; and one of the most attractive men alive. Then as now his grin, at once wise and boyish, set young and old at ease.

In 1914, the year of passage of the Smith-Lever Act, Dr. B. T. Galloway was named dean of agriculture at Cornell, to succeed Dr. Bailey. Adams was one of a few "Galloway men" brought up from the bureaucratic halls of Washington to help reorganize resident teaching, research, and extension at liberty-loving Cornell.

Against such invasion not a few doctors of the agricultural faculty, powerfully resident, had their backs up, and their phrases sharpened. For Adams the phrase was "press agent," or sometimes, "cheap publicity man." It is remarkable how little decent humility great learning sometimes instills.

Adams was 39 years old at the time. He had always been an easy-going sort, little given to asserting his personal dignity and importance. But the stings and barbs of the professorate hurt and aroused him; he broke out his old Sigma Xi key as a token of scientific respectability, edged his grin and words with a tinge of acid, and fought. "A man ought not to take himself seriously; but his work he must take seriously or be only a hack," Adams said. He fought to have the work of a college editor taken seriously as education and as a vital part of adult education the country over.

Sharp, even nasty, opposition within faculties or other institutional groups may be useful. It may be truly democratic in the end. "The jeering section" of Cornell's faculty, as Adams used to call them, drove him to lean



over backwards and keep self-seeking or institutional publicity out of the news releases or far down. Often the authority or reference point of the item was the county or home demonstration agent, with no mention of Cornell and its colleges whatsoever. "Service news," he called it, and that was what it was.

At a time when most college and governmental releases resembled the impetuous utterance of high-school cheer leaders, Adams brought skill, training, and a professional attitude into the work. At the end of his first year at Ithaca, his office had clippings showing that these service-news items had gained a printed circulation totalling 35 million at least. The present circulation of his releases runs above 200 million a year.

He had rounded out his second year at Ithaca when I reached there as a student in 1916. Most of the scientists were speaking to him by that time. And among the students, "B. A." seemed already a Cornell institution dating from the beginning of time. He wrote rondeaus for the college papers, drew pictures for any one who would ask him, went swimming in Fall Creek with the coeds, and held at his home each Monday night an open house which drew students of widely various origins, persuasions, and courses of study. Through it all he worked at his job with gusto and engaged in many a skirmish with the high priests of public relations, a growing cult. When a book called The Ethics of Publicity came out, Adams remarked that, if he ever found the time for it, he was going to write one on "The Chastity of Cleopatra." When still another, of the commercial priesthood (himself a Cornell agricultural college graduate), announced discovery that selling a concern to the multitude through news items is in some ways an artistic performance, Adams said, "Yes, publicity is one of the arts and grafts."

And so, by raillery and preachment, but more especially by getting his copy printed steadily in everything from The New York Times to the smallest crossroads paper, Adams made his point. He established an extension news outlook and method which has since been followed, in varying measure, by every land grant college in the United States.

#### IV

My first job out of college, in 1920, was to get out newspaper and campaign material for the farm bureau sign-up, and on farm and home demonstration in Hampden County, Mass. The situation in Massachusetts was peculiar and in some ways highly instructive. Extension programs there were openly and rather munificently supported, in certain places, by business interests. This was decidedly true in the county where I was stationed, working out from the city of Springfield. The Hampden County Improvement League, which hired me, had a larger staff, better paid, I think, on the whole, than the staff of extension officials and specialists at the state college. My title, assistant general secretary, was a disguise. My job was "publicity." The greater part of all our salaries was paid not by the State or Federal Government, but by donations of Massachusetts business concerns.



The programs were well planned, the staff able, the people friendly. But it was uphill work. Again and again in the course of a meeting, the first faint show of enthusiasm would chill off, and all I got for the farm audience thereafter was a calm and measured stare.

The biggest occasions were often the chilliest, before they ended; for then it was that the League's big backers would make talks and let the cat out of the bag. They were honest men, not skilled in masking their motives. They bluntly said that in putting money into extension they were not playing Santa Claus. They told what this farm bureau, this 4-H sheep or bee or steer club, this whole agricultural extension movement, as they saw it, was all about.

New England, they said, was losing its paper mills and its shoe mills and other mills to the South and to the West. Why? One important reason was the lesser cost of living South and West. Cheaper food, with less of a freight bill tacked on it, made lower wages possible southward and westward. This drained and sucked New England's mills away. A more abundant life, with more food raised at home, was what New England needed to survive, as these mill-men saw it. In short, and above all, they craved cheap food. This they declared openly and repeatedly. Their candor was admirable; but it certainly let all the steam out of a farm meeting and much of the steam out of the League's entire program, when farmers who were having a hard time to make a living, anyway, were asked to toil and cheer for even cheaper food.

Candor, and a complete report in the straight-news style, following Adams, was the League's publicity policy, if it had one. They let me try reporting the program as if I were working for the Springfield newspapers and not for the League at all. And it worked, in terms of column-inches; so we kept our propaganda ethics on a fairly high level, in the main.

In respect to a trainload of farmers sent to Boston to plead for the establishment of a State police force, our standards faltered. It is now, I am sure, an open secret that the Federated Industries of Massachusetts put up practically all the fare and lunches for those farmers. This was charged in open hearing by labor propagandists, and the charge was evaded.

What had happened sufficiently illustrates the deep water toward which farm bureau pressure politics was leading agricultural extenders, in many places, to warrant mention here. Massachusetts labor wanted daylight-saving time; Massachusetts agriculture did not. Massachusetts industry wanted a State police force to put down strikers; Massachusetts agriculture did not much care.

Federated Industries and State farm bureau leaders made a little dicker. The mildly embattled farmers were to front for a State police force if the industries would not push daylight-saving time. But you could not put that in the Massachusetts papers, no matter how high your principles as an organization propagandist.

The propaganda of the State farm bureau against a disruption of "God's time" was based on a sincere feeling among farmers that daylight-saving time makes their daily routine harder, and on a desire of the growing farm bureau federation to measure its political strength on this issue against labor.

Toward spring the assistant home demonstration agent in charge of school nutrition showed me a composite weight chart of school children in Springfield that provided excellent material. Almost exactly on the day that daylight-saving time had started in the year prior, these children began to lose weight, remarkably. We publicized this fact, with charts, and followed it with a drumfire of Letters to the Editor from teachers and mothers sincerely persuaded that moving the clock an hour ahead in summer cut down on children's hours of sleep and thinned them down. It sounded reasonable and here were the charts to prove it. I believed it myself.

But the landlady from whom I rented a room there in Springfield had raised a number of children; and she pointed out to me, in her sensible way, an answer that was possibly simpler. As soon as city youngsters can be turned outdoors in the spring, she said, they run off a considerable amount of winter fat, entirely healthily, whether they do so under daylight-saving time or not.

Daylight-saving time carried, in the end, in that highly industrialized part of the country, but by a surprisingly slight majority. Among the memories of the last few weeks of 11 months' work in Springfield, I recall with a sort of guilt going into a cheap little barber shop under the League offices, and spying, under cloak of lather and the white bib, upon the talk of the honest cockneys, laboring men, and clerks, who came there to be shaved and shorn.

"I like that extra hour of light," man after man would say, in almost exactly the same words. "But if it's bad for the kids I can do without it." And it seemed to me that, bored with a mere extension of information, I had been monkeying with a technique of public guidance that, skillfully and ruthlessly applied, could cancel from our common life the very values of free and democratic decision to which I professed devotion.

It was really terrifying, to hear my own half-truths coming back to me like that in a general, misguided mutter. Turning over the job at Springfield to John R. Fleming, another Cornellian trained under Bristow Adams, I solemnly bade him to beware of campaigns and to write straight news, and went as assistant to J. E. McClintock, agricultural editor at the Ohio State University.

After a year on the city desk, Fleming came to Ohio to help try to weave straight news reporting, county by county, as an extension method, into the work of the 86 county agents and county farm bureaus.



H. C. Ramsower hired us and gave us rope. He even allowed us to talk back to him as director, even in print. We did not know what his method was at the time; now we know it is the discussion method.

As college editor, McClintock, had arrived independently at extension news aims first set forth (we found later) by old Seaman Knapp way back in 1909 in Texas. Knapp said:

Every step in agricultural demonstration is a revelation and surprise to the farmer. He sees his name in the county paper as a selected demonstrator; he begins to be noticed by his fellow farmers; he is proud of planting the best seed, and having the best cultivation....The crop is made and a report about it appears in the county papers....He made a great crop; but the man grew faster than the crop. There can be no reform until the man begins to grow,-- and the only possible way is by achievement--doing something of which he is proud.

Ohio, you will observe, tied--for a State so far north--rather stoutly to demonstration. Extension, as we saw it, was mainly a matter of getting new things done, getting them reported, getting more new things done in consequence. Partly as a result of the first World War, which developed new techniques of widespread mass persuasion, there arose, especially in Washington, during the twenties, a school of extension publicists who found demonstration humdrum and who taught that the thing to do was to get slick, to learn sales psychology, to launch drives, swaying millions of flaccid farm minds in expedient directions.

That at least is how we saw it in Ohio. Ohio dissented as it still inclines to dissent. The discussion waxed so warm by 1927 that the American Association of Agricultural College Editors put it first on their agenda for discussion at their annual meeting in Colorado. I was in farm-paper work by that time, out of college editing, but I stopped off in Ohio on the way west to talk with McClintock and Fleming about it; and we drafted what we called, only half laughingly, The Ohio Manifesto. Presented as a paper at the meeting, it has never been printed. To close this chapter, I brief it for the record.

#### Why The Extension Editor?

Is it his job to make people think before  
they act, or vice versa?

The extension editor, as we see him, is something of (1) a propagandist, (2) a publicity man, (3) an extension administrator, (4) a teacher.

By "propaganda" we mean, essentially, boost or campaign stuff.

Specifically we mean: Drink More Milk stuff. Cut Your Costs stuff. Don't Stick Out your Stomach stuff (more properly known as posture copy). Swat the Scrub stuff. Kill the Cull stuff. Fear the House Fly stuff. Brush Your Dirty Teeth stuff. Love Thy Community stuff. Live at Home stuff.



Kickers Never Work and Workers Never Kick stuff, and similar suitable doctrine for the docile producer. Home is Best stuff. The Gospel of Cooperation stuff. 4-H stuff. More Farm Machinery stuff. Running Water in the House stuff. Rural and Urban Interests are Identical stuff. Etc., etc., etc.

In a word, propaganda is the drip, drip, drip--drip is right!--of routine stuff, year in, year out; suggestion, reiteration; reiteration, suggestion, year in, year out; stuff intended gradually to wear down natural human resistance to all these admirable intentions and superior points of view.

Now, this question of public service propaganda, how it works, what is good about it, what bad, what ethical and what unethical and undemocratic--this seems to us a real question. Any extension worker ought to be worried, right now, about the increasing resource to boost tactics, come-along methods, and campaign psychology to put things over.

We are coming to the view that there's no use after all to a demonstration when by the right approach, by sufficiently enticing propaganda or publicity, one can sell hundreds of thousands of prospects on the idea without any demonstration at all, simply by words. This is not just a possibility; it is an actuality. The thing is being done in campaign after campaign, and pretty much by the same devices with which trick dashboard cigar lighters, breath sweeteners and oil stocks are wished upon the people--reiteration, suggestion, persuasion.

And it is, indeed, much easier to make plain men change their ways by the reiterations and suggestions of applied mass psychology than it is to lead them to note, stop, mark, honestly think it out, and finally change their minds, and to that extent their natures.

We feel very deeply, however, that people are not thus to be improved in spite of themselves. And without an improvement in the man, an improvement in the method seems to be of no consequence. We observe that some of the most economical producers are men of the meanest understanding of their calling and of the cheapest personal aspirations.

There may be some truth to the view that when propaganda (or whatever you choose to call your selling-the-idea process) has once wished a nice little piece of progress onto a new prospect, when once the simple soul has been tricked, as it were, into improving his ways--it may be that he will rise afterwards to some understanding of what it is all about, and become a wiser and better man.

Even so, it is certainly an inhuman and shallow philosophy of education thus to put method ahead of man. It may be only our peculiarity of outlook; but we find ourselves instinctively opposed to the drip, drip, drip of the same old stuff, intended to transform magically by the power of suggestion every prospect into a more efficient producer, and trusting to Heaven that men and women will become better men and women thereby.

We know that many hard-boiled agents and specialists afield, feel, think, and speak much as we are speaking now. We can not give perceptive men and women a college education (let them live in a college atmosphere) and expect them to be as avid for reportable material results, so-called, and as careless of the intellectual dignity of the man or woman at the other end as the present mechanism of propaganda, even public-service propaganda, implies.

Simply to follow one's impulse to demonstrate and to teach, in action, face to face, and in written report, is, we believe, a sound philosophy. And it is a work worthy of any man or woman.

We do not believe in these high-powered attempts quickly to raise the level of mass mediocrity by a sort of mass hypnosis. We do not believe in the kind of democracy that can be fooled that easily. We think that the propriety of such methods are, to say the least, debatable; that their effectiveness is ultimately dubious; and that rule by propaganda, however public-spirited, however properly intended, is deadening and undemocratic.

## VI

So much for unpublished memoirs. The time is up, and here I stand, still muttering of the year 1927. I have not tried to settle the questions I have raised, but only to open discussion, and to show a living continuity between things we were saying during the "old deal," and things we are doing, amid the whirl of "new deals" now. If we consider (1) the rise of county planning and town-hall methods of economic democracy, (2) the increasing use of the discussion method, and (3) the recent appointment of M. L. Wilson, chief progenitor and champion of such methods, as National Director of Extension, I think we may see that Extension is out not to undermine democracy but to rear democratic basic structures more firmly.

One more quotation from Dr. Dewey, writing in 1939; and I am through:

A score of passages could be cited in which Thomas Jefferson refers to the American government as an experiment... (He) attached chief importance to local self-governing units, on something like the New England town-meeting plan....

Democracy must begin at home, and its home is the neighborly community.....The source of the American democratic tradition is moral,..... moral because based on faith in the ability of human nature to achieve freedom for individuals accompanied with respect and regard for other persons and with social stability built on cohesion instead of coercion.....

We win or lose our own battle on our own ground....It can be won only by extending the application of democratic methods, methods of consultation, persuasion, negotiation, communication, cooperative intelligence, in the task of making our own politics, industry, education, our culture



generally, a servant and an evolving manifestation of democratic ideas. Resort to military force is a first sure sign that we are giving up the struggle for the democratic way of life, and that the Old World has conquered morally as well as geographically--succeeded in imposing upon us its ideas and methods.

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